

# Milestones & Benchmarks





## Phase 1: Get Started

Milestone	Benchmarks to Achieve this Milestone
<p><b>1.1</b> <b>Organize the community to begin the <i>Communities That Care</i> Process.</b></p>	<ul style="list-style-type: none"> <li>Designate a single point of contact to act as a catalyst for the process.</li> <li>Identify a champion (a community leader) to guide the process.</li> <li>Inventory existing initiatives addressing youth and family issues.</li> <li>Identify "lead" agency committed to supporting the project.</li> <li>Secure coordinator/facilitator (at least half time).</li> <li>Form core workgroup to activate the process.</li> <li>Develop roster of key leaders to be involved in the process.</li> <li>Prepare initial work plan and time line for getting started.</li> <li>Identify and acquire resources needed to get started.</li> </ul>
<p><b>1.2</b> <b>Define the scope of the prevention effort.</b></p>	<ul style="list-style-type: none"> <li>Define the community to be organized.</li> <li>Identify health and behavior issues to be addressed to confirm that CTC is appropriate for your efforts.</li> <li>Agree on what is involved in the "prevention" response.</li> <li>Identify legislative/funding supports or constraints.</li> <li>Agree on community board's role.</li> <li>Begin to define how community board will operate in community.</li> <li>Summarize issues related to key aspects.</li> <li>Develop action plan to address outstanding issues related to key aspects.</li> </ul>

Milestone	Benchmarks to Achieve this Milestone
<p><b>1.3</b> <b>Identify community readiness issues.</b></p>	<p>Ensure that community members have a common definition of "prevention."</p> <p>Ensure that the community values collaboration.</p> <p>Ensure that community-wide support exists for a risk and protection-focused, data-driven, research-based, outcome-focused prevention approach.</p> <p>Obtain school district support for <i>Communities That Care Youth Survey</i>. Administer the survey as early as possible.</p> <p>Plan for coordination among existing initiatives and planning efforts.</p> <p>Identify community stakeholders.</p> <p>Identify other community readiness issues.</p>
<p><b>1.4</b> <b>Engage Key Leaders (positional and informal).</b></p>	<p>Hold Key Leader Orientation.</p> <p>Obtain formal Key Leader commitment.</p> <p>Identify role of Key Leaders.</p> <p>Identify core group of key leaders.</p> <p>Develop plan for communication between community board and key leaders.</p> <p>Solicit key leader input on potential community board members.</p> <p>Obtain necessary memoranda of agreement or joint operating agreements from relevant stakeholder groups.</p>

Milestone	Benchmarks to Achieve this Milestone
<p><b>1.5</b> <b>Analyze and address community readiness issues, or develop a plan for addressing them.</b></p>	<p>Analyze outstanding community readiness issues.</p> <p>Address "show-stopper" issues (critical to moving forward).</p> <p>Develop action plan for outstanding community readiness issues.</p>
<p><b>1.6</b> <b>The community is ready to move to Phase 2: Get Organized.</b></p>	<p>Develop work plan for moving to Phase 2: Get Organized.</p> <p>Identify and secure the resources needed for Phase 2.</p>

## Phase 2: Get Organized

Milestone	Benchmarks to Achieve this Milestone
<p><b>2.1 Develop a community board to facilitate assessment, prioritization, selection, implementation and evaluation of tested, effective programs, policies and practices.</b></p>	<ul style="list-style-type: none"> <li>Identify and recruit diverse, representational list of potential community board members.</li> <li>Hold Community Board Orientation.</li> <li>Ensure that community board members understand research foundations of CTC and the CTC process.</li> <li>Ensure that community board members understand roles and responsibilities.</li> <li>Establish organizational structure (including leadership roles and committee and/or workgroup structures).</li> <li>Define the community board's relationship with other coalitions and collaborations.</li> <li>Define formal method of communication among coordinator/facilitator, community board members and key leaders.</li> <li>Develop a community board to facilitate assessment, prioritization, selection, implementation and evaluation of tested, effective programs, policies and practices.</li> <li>Ensure development and approval of initial work plan and time lines for implementation by stakeholders.</li> <li>Develop documentation mechanism for <i>Communities That Care</i> process.</li> </ul>

Milestone	Benchmarks to Achieve this Milestone
<p><b>2.2</b> <b>Educate and involve the community in the <i>Communities That Care</i> process.</b></p>	<p>Develop vision statement with input from key leaders, community board and community; share with community.</p> <p>Inform community members of <i>Communities That Care</i> process.</p> <p>Develop mechanisms for community member involvement.</p> <p>Create a plan for involving youth.</p> <p>Ensure that community board has developed process for ongoing communication with community.</p> <p>Develop orientation mechanism for new key leaders and community board members.</p>
<p><b>2.3</b> <b>The community is ready to move to Phase 3: Develop a Community Profile</b></p>	<p>Create initial work plan and time line for Phase 3: Develop a Community Profile.</p> <p>Identify and secure the resources needed for Phase 3.</p>

## Phase 3: Develop a Community Profile

Milestone	Benchmarks to Achieve this Milestone
<p><b>3.1</b>  <b>The community board has the capacity to conduct a community assessment and prioritization.</b></p>	<p>Create a Risk &amp; Protective Factor Assessment workgroup to conduct data collection and analysis.</p> <p>Hold Community Assessment workshop.</p> <p>Ensure that Assessment workgroup has appropriate skills and expertise.</p> <p>Develop work plan and time line for data collection and analysis.</p> <p>Identify and acquire resources required for assessment process.</p>
<p><b>3.2</b>  <b>Collect community assessment information and prepare it for prioritization.</b></p>	<p>Ensure that <i>Communities That Care Youth Survey</i> has been conducted.</p> <p>Collect public data as needed to supplement <i>Communities That Care Youth Survey</i>.</p> <p>Prepare <i>Communities That Care Youth Survey</i> and public data for prioritization.</p>
<p><b>3.3</b>  <b>Prioritize populations or geographic areas for preventive action, based on risk and protective factor data.</b></p>	<p>Identify populations with high levels of risk and low levels of protection.</p> <p>Identify geographic areas with high levels of risk and low levels of protection.</p>



Milestone	Benchmarks to Achieve this Milestone
<p><b>3.4</b> <b>Identify priority risk and protective factors.</b></p>	<p>Decide who will be involved in prioritization process.</p> <p>Identify priority risk and protective factors.</p> <p>Brief key leaders on community assessment results.</p> <p>Prepare and distribute Community Assessment Report.</p>
<p><b>3.5</b> <b>Conduct a resource assessment and gaps analysis.</b></p>	<p>Create a Resources Assessment &amp; Evaluation workgroup to conduct resources assessment and gaps analysis.</p> <p>Involve service providers and other youth service agencies in resource assessment.</p> <p>Hold Assessing Community Resources workshop</p> <p>Identify and assess existing policies, programs and practices that address the priority risk factors.</p> <p>Identify gaps in services.</p> <p>Brief key leaders on resource assessment and gaps analysis.</p> <p>Prepare and distribute Resource Assessment Report.</p>
<p><b>3.6</b> <b>The community is ready to move to Phase 4: Create a Community Action Plan.</b></p>	<p>Develop initial work plan and time line for Phase 4: Create a Community Action Plan.</p> <p>Identify and secure the resources needed for Phase 4.</p>

## Phase 4: Create a Community Action Plan

Milestone	Benchmarks to Achieve this Milestone
<p><b>4.1</b> <b>The Community Board has the capacity to create a focused Community Action Plan.</b></p>	<p>Hold the Community Planning workshop.</p> <p>Ensure that Community Board has necessary skills and expertise to support plan development.</p> <p>Engage all stakeholders whose support is required to implement plan.</p> <p>Create appropriate workgroups to support plan development.</p> <p>Develop a work plan and time line for plan creation.</p> <p>Identify and secure the resources needed for plan development.</p>
<p><b>4.2</b> <b>Specify the desired outcomes of the plan, based on the community assessment data.</b></p>	<p>Specify desired outcomes (long-term goals) for youth development.</p> <p>Specify desired outcomes for risk and protective factors.</p>
<p><b>4.3</b> <b>Select tested, effective programs, policies and practices to address priority risk and protective factors and fill gaps.</b></p>	<p>Specify the population or geographic area to be addressed.</p> <p>Investigate tested, effective programs, policies and practices for each priority risk and protective factor.</p> <p>Involve key Leaders, community board members, service providers, youth and community members in selecting tested, effective programs, policies or practices.</p> <p>Select tested, effective programs, policies and practices for each priority risk and protective factor.</p>

Milestone	Benchmarks to Achieve this Milestone
<p><b>4.3</b> <b>Select tested, effective programs, policies and practices . . . (continued)</b></p>	<p>Engage organizations, agencies or groups to be involved in implementing each new program, policy or practice; obtain their commitment to implementation.</p> <p>Identify desired program and participant outcomes for each program, policy or practice.</p> <p>Determine implementation goals for each program, policy or practice.</p> <p>Develop preliminary tasks &amp; time line for each new program, policy or practice.</p>
<p><b>4.4</b> <b>Develop a written Community Action Plan.</b></p>	<p>Write the Community Action Plan based on decisions made in the Community Planning workshop.</p> <p>Ensure that key leaders, community board members and community members endorse the plan.</p> <p>Distribute the plan throughout the community.</p>
<p><b>4.5</b> <b>The community is ready to move to Phase 5: Implement &amp; Evaluate the Community Action Plan.</b></p>	<p>Develop an initial work plan and time line for Phase 5: Implement &amp; Evaluate the Community Action Plan.</p> <p>Identify and secure the resources needed for Phase 5.</p>

## Phase 5: Implement & Evaluate the Community Action Plan

Milestone	Benchmarks to Achieve this Milestone
<p><b>5.1</b> Specify the role of the Key Leader Board, Community Board and stakeholder groups in implementing and evaluating the plan.</p>	<p>Hold the Organizing for Phase 5 workshop.</p> <p>Clarify plan-implementation roles and responsibilities for individual key leaders, community board members and service providers.</p> <p>Develop collaborative agreements with implementing organizations and providers.</p> <p>Ensure that the community board has the necessary skills and expertise to support plan implementation and evaluation.</p> <p>Develop appropriate committees or workgroups to support plan implementation and evaluation.</p> <p>Engage and orient new key leaders, community board members and stakeholders to the <i>Communities That Care</i> process.</p>
<p><b>5.2</b> Develop implementation plans for each program, policy or practice selected.</p>	<p>Hold the Implementation Planning workshop.</p> <p>Identify training and/or technical assistance needed for each new program, policy or practice.</p> <p>Refine implementation plans from Community Planning workshop to ensure fidelity factors and keys to successful implementation are addressed.</p> <p>Identify the resources needed to implement each new program, policy or practice.</p> <p>Involve youth in implementation planning as appropriate.</p>

Milestone	Benchmarks to Achieve this Milestone
<p><b>5.3 Develop an Evaluation Plan.</b></p>	<p>Hold the Evaluation Planning workshop.</p> <p>Develop a work plan and time line for the collection of implementation goal and participant outcome data for each new program, policy or practice.</p> <p>Identify the resources needed to monitor each program, policy or practice.</p> <p>Develop a work plan and time line for the collection of problem-behavior, risk-factor and protective-factor data community-wide at least every 2 years, to measure progress toward desired outcomes. The <i>Communities That Care Youth Survey</i> is recommended to measure progress.</p> <p>Develop a work plan and time line for the collection of public data determined necessary to measure progress toward the desired outcomes.</p> <p>Establish partnerships with outside evaluators as needed.</p>
<p><b>5.4 Develop a strategic funding plan and identify systems changes to support the Action Plan.</b></p>	<p>Hold the Funding workshop.</p> <p>Identify potential funding sources and allocation strategies for each program, policy or practice.</p> <p>Identify potential funding sources and allocation strategies to support the evaluation plan.</p> <p>Identify potential funding sources and allocation strategies for CTC supports, including Facilitator/Coordinator and supports for the coalition.</p> <p>Develop a strategic funding plan.</p> <p>Hold the Systems Change workshop</p> <p>Identify systems change strategies to support the Community Action Plan.</p>

Milestone	Benchmarks to Achieve this Milestone
<p><b>5.5</b> <b>Implementers of new programs, policies, or practices have the necessary skills, expertise and resources to implement with fidelity.</b></p>	<p>Hold the Monitoring Program Implementation &amp; Outcomes workshop.</p> <p>Ensure that implementers have received needed training and technical assistance.</p> <p>Ensure that implementers have the necessary skills and tools to measure implementation fidelity.</p> <p>Ensure that funding has been acquired to support implementation of each new program, policy or practice.</p>
<p><b>5.6</b> <b>Implement new programs, policies, or practices with fidelity.</b></p>	<p>Hold the Observation Workshop</p> <p>Ensure that the program, policy or practice is reaching the targeted population.</p> <p>Ensure that the program, policy or practice includes sufficient time, intensity and duration to achieve desired results.</p> <p>Ensure high quality delivery and participant involvement in each program, policy or practice.</p> <p>Ensure that the program, policy or practice achieves desired program and participant outcomes.</p> <p>Program implementers receive regular feedback regarding their performance.</p>
<p><b>5.7</b> <b>Conduct program-level evaluations at least annually.</b></p>	<p>Measure program and participant outcomes.</p> <p>Collect baseline, mid-and post-project evaluation data.</p> <p>Refine programs, policies and practices based on the data.</p>

Milestone	Benchmarks to Achieve this Milestone
<p><b>5.8</b>  <b>Take systematic and comprehensive actions to inform the community about the prevention programs and to engage community members in those programs.</b></p>	<p>A comprehensive marketing strategy has been developed and activated to recruit participants for selected programs.</p> <p>Board members have contributed to recruitment efforts, particularly through one-on-one interactions.</p> <p>Key leaders have aided in recruitment efforts, particularly through one-on-one interactions and in public promotion of programs.</p> <p>Recognition of program participants, implementers, and observers has regularly occurred.</p>
<p><b>5.9</b>  <b>Take systematic and comprehensive actions to inform the community about the CTC effort and the Social Development Strategy, and to engage community members in supporting healthy youth development.</b></p>	<p>A comprehensive marketing strategy has been designed and activated to promote CTC, key concepts of the SDS, and prevention science.</p> <p>Community members have been encouraged to provide opportunities, skills, and recognition in their everyday interactions with young people.</p>
<p><b>5.10</b>  <b>The CTC Board remains active, holding regular Board and Workgroup meetings.</b></p>	<p>Hold the Milestones &amp; Benchmarks Review workshop.</p> <p>The community board confirms CTC progress by reviewing Milestones &amp; Benchmarks at least annually.</p> <p>Board members have participated in and/or observed program sessions.</p> <p>New key leaders and board members are recruited and trained as necessary.</p>

Milestone	Benchmarks to Achieve this Milestone
<p><b>5.10</b> <b>The CTC Board remains active . . . (continued)</b></p>	<p>CTC technical assistance is utilized as necessary to ensure that all workgroups are achieving their goals and objectives.</p> <p>The community board has developed and instituted a system for constructively handling conflict.</p> <p>Full board meetings are held at least quarterly to ensure that members are engaged in the process and recognized for their contributions.</p> <p>The board has created regular opportunities to celebrate and recognize success and involvement of community volunteers.</p>
<p><b>5.11</b> <b>Conduct community-level assessments at least every two years.</b></p>	<p>A review of risk factor, protective factor and problem behavior assessment data is conducted at least every two years.</p> <p>Key data from assessments are shared with youth, school personnel, civic leaders, business communities, religious communities, social service providers, neighborhood groups, and the general public.</p> <p>Resource assessments documenting the use and fidelity of prevention programs targeting priority risk and protective factors are conducted at least every two years.</p> <p>The Action Plan is refined based on assessment results.</p>
<p><b>5.12</b> <b>Share and celebrate observed improvements in risk and protective factors and child and adolescent well-being.</b></p>	<p>Share community and program-level evaluation results with the community board, the key leaders and the community members at least annually.</p> <p>Share community-level evaluation results after re-administration of the <i>Communities That Care Youth Survey</i>.</p>